

ARMY LEADERSHIP DOCTRINE EXAMINED: THE CHAMELEON EFFECT?

**A MONOGRAPH
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ABSTRACT

ARMY LEADERSHIP DOCTRINE EXAMINED: THE CHAMELEON EFFECT? by
Lieutenant Colonel Kim L. Summers, USA, 53 pages.

Do recent changes in leadership doctrine reflect social values articulated by our civil institutions or military functional needs, and if they reflect social values rather than functional needs are the changes likely to inhibit the solving of critical functional problems?

Congressional investigations into moral turpitude within the services generated solutions acceptable to society. Army leaders instituted changes to leadership doctrine incorporating social and congressional edicts as well as their own solutions. The revisions encompassed a change in Army values. The social value, equal opportunity, is the banner under which congressionally mandated changes were instituted. As a result senior Army leaders have sanctioned personnel policies, instituted educational programs, and revised traditional values that are intended to address the issue of sexual harassment.

Traditional values of duty and selfless service, as defined in U.S. Army leadership doctrine support military functions. This study documents the role these values play in supporting Army purpose. Army action plans aimed at fixing sexual misconduct are compared against congressional, societal, and Army values constructs. The comparisons illustrate leader actions are affecting core purpose, core values and ultimately core ideology.

The changes to doctrine reflect social values articulated by our civil institutions. Socially palatable value of individual autonomy is heightened because of the new Army value "Respect". Dual standards are a consequence and accelerate the demise of warfighting functions. Traditional values: duty and selfless service are subordinated to individualism. This phenomenon emerged because of doctrinal modifications and a unclear understanding the role traditional values play in maintaining Army purpose.

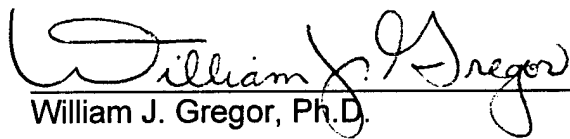
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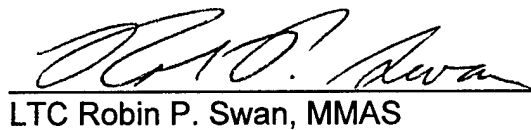
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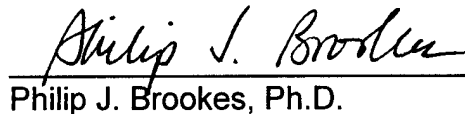
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I. INTRODUCTION

In late November 1996, Secretary Of The Army Togo West and Army Chief of Staff GEN Reimer announced to the public:

A captain and two sergeants training young female recruits at Aberdeen Proving Ground in Maryland had coerced them into having sex. One non-commissioned officer called it a "game" to see who could bed the most women. A sergeant was subsequently convicted of rape and sent to prison; 12 were ultimately relieved of their duties.

The pursuit of the Aberdeen scandal soon led to widespread accusations of sexual misconduct and to public posturing by political officials.¹ While the numerous boards of inquiry and public Congressional Hearings decried the criminal behavior and extolled the principle of fair treatment of women, their pronouncements showed a public and internal split in how the protagonists viewed military discipline, values, Army purpose, and how to solve the perceived problem.

Despite the split, the Army Secretary and Chief of Staff sought to preclude anticipated public criticism of the Army's response to the Aberdeen accusations the Secretary and Chief of Staff by announcing steps to extend the inquiry to all training installations. Those steps, especially the creation of a Pentagon Sexual Harassment Task Force quickly made the investigations of military crimes at one post into a widespread examination of the treatment of women throughout the Army.

The Army's self examination took several forms: an investigation of individual allegations of criminal behavior, a special commission on Army training, and reports generated from sexual harassment hot lines. The pentagon "hot line" produced hundreds

of allegations, many of them old, that required further investigation. As a result of these forums, Senior leaders surmised from the results of these forums certain factors were related to the issues and chose to institute revisions to Army values as the primary solution to the problem.

The Army has sought to fix the sexual harassment problem by emphasizing education and reemphasizing concern and respect for soldiers. The military has had difficulty inculcating the solution. The difficulty reflects the complexity and social dynamics of gender integration. The Army's action plan assumes the meaning of "gender integration" and its relationship to Army values is well defined. The plan proceeds as if efforts to promote individual success are completely compatible with service needs. The Army senior leaders assume that "traditional values" are well known and that those values include the importance of the individual soldier. As will be shown, these key elements of the Army's action plan are not completely understood and the values defined by senior leaders differ from those of rank and file. The challenge, therefore, is not to devise new values or belittle action plans, but to identify discrepancies between the views of the institutional decision-makers and affect the action plans will have on achieving Army functional needs.

The Army leadership has focused on the actions of the trainers at Aberdeen and on their inability to adhere to traditional values. Senior leaders concluded these training instructors sacrificed honesty and integrity because they did not know what Army values meant and certainly did not adhere to them.² These same Army leaders believe sexual harassment is isolated and they, therefore, see no need to support current personnel

policies, the modified educational process, and gender integrated training.³ Nevertheless, leadership's assessment of this complex social challenge is allegedly supported by numerous and disparate inquiries commissioned to study the sexual harassment problem. The problems of sexual harassment and abuse are behavioral abnormalities associated with gender integration.⁴ To isolate explicit behavior such as sexual misconduct from the gender integration issue oversimplifies a much larger problem. Any solutions drawn from this oversimplified view will treat only the symptoms not the illness.

Oversimplifying creates a confusing picture of the problem. Nonetheless, Army senior leadership sees clarity and has taken action consistent with that view. An example of their clear vision and the resulting confusion outcomes can be found within the Army's personnel practices and policies of promoting individual autonomy, a valued social attribute.⁵ Also, by gender norming performance standards and establishing lenient pregnancy policies for single military mothers the Army has instituted double standards based on sex.⁶ These personnel policies can be interpreted as a departure from military requirements, such as preparing for war.⁷ The policies will be explored later in greater detail just to illustrate dichotomies that gender integration can create, but it is helpful here to postulate effects. For example, it is possible that by emphasizing individual autonomy, personnel policies will undermine traditional military norms of subordination and, thereby, erode unity and teamwork, an essential element of military performance. In that case, values that support Army functions are supplanted by the increased emphasis of social goals. Army leaders have testified the current sexual miscues are isolated and the recent changes in values are an outgrowth of ethical modernization and natural

organizational maturation. Reconciling social goals, like individual autonomy, with military functions, such as warfighting, are necessary part of military organizational dynamics. Despite the enormity of the misconduct, the resulting action plans must be judged by their effects, not by their intentions. There is reason to doubt whether these plans can succeed.

Value revision and education are essentially the Army's action plan. The Army's action plan essentially rests on revising values through education. The plan reflects the judgment that leaders at all levels are dishonest, untrustworthy, and lack integrity.⁸ The elements of the action plan are manifested in modifications to leadership doctrinal manuals, redefined values, and an overhaul of Army professional ideology. These efforts, although well intentioned, seem destined to miss their mark. Doctrinal authorities have over simplified the issue by making assumptions about values and traditions, and the importance of individual success, and they have minimized the complexities and dynamics associated with gender integration. The over simplification is evident in testimony before congress. Senior leaders have refused to address integrated training as a possible source of friction between the sexes. GEN Hartzog, Commander of Training and Doctrine Command stated during a recent appearance before Congress that current integrated training is successful in inculcating male and females and there is little evidence to support the Army's training method is a cause of these incidents. His opinion is contrary to the facts. The recent sexual misconduct investigations, which almost exclusively center on basic training installations, refutes GEN Hartzog's view.⁹ Over

simplifying has caused senior leaders to manipulate the organization and doctrine without full knowledge of the problem.

Over the past decade many have perceived that adherence to traditional values within the Army has been steadily declining.¹⁰ Examples the erosion in traditional army values are encapsulated within changes to Army values, modifications intended to redress the perceived moral crises found at all levels of military authority. These moral indiscretions and acts of misconduct are reverberating throughout the military.¹¹ The situation within the defense establishment seems ethically bankrupt. Current Army action plans that include criminal investigations, redefining values, and values training, are the solutions senior leaders feel will fix the problem. But do these solutions address the complexity of gender integration and sexual harassment? Are senior leaders aware of the effect of increasing individual autonomy on values that support military requirements and functions?¹² Answers to these questions can be found by examining the Army's initial plans.

Education and value training is a major part of the Army's plan. The leader development process uses the Army educational system to inculcate values as well as institute management's solutions.¹³ At first glance, this process appears to have made great strides in resolving problems of moral turpitude. But when the policy shifts and regulatory changes are investigated the outcome becomes questionable. Institutional doctrine defines for the Army and the public the purpose of the Army and explains to the Army the institutional values that help individuals shape their behavior to Army and U.S. needs. To understand the impact of recent changes in Army institutional doctrine,

especially leader value training, it is necessary to understand the relationship between the values of the social culture, the traditional institutional values of the Army and the role that Army and political leadership plays in how the Army responds to external pressures and internal difficulties. To unravel these interesting perspectives it is necessary to examine society's values and how they impact the military and to contrast those values with the Army's institutional values. Once that has been done, it will then be possible to examine the Army revisions and changes and to compare those changes with congressionally mandated equal opportunity goals and the affects of Army personnel policies. The resulting comparisons make it possible to view clearly the divergence between espoused Army values and the societal values manifest in Army policy.

Defining gender integration, traditional values, and individualism is central to identifying the conflict between Army functional needs and public social goals. [They are the focus of the next segment of the study comparing various views and their impact on Army corporate decisions that resulted in significant value revision.] As previously outlined, over simplification led the Army to embrace premature conclusions and to adopt false or incomplete conclusions causing the Army to identify action plans when only some aspects of its problem have been identified. The issue is better understood by examining gender integration challenges, efforts to achieve individual autonomy, and accompanying changes in values. Over simplifying sexual harassment led to solutions addressing one or two symptoms of unacceptable behavior. Problems like sexual harassment that are associated with gender integration are complex social phenomena. Cataloging the problems the consequence of poor integrity or a lapse in discipline

strongly suggests the Army chose to avoid a deeper inquiring. To determine the actual cause and a viable solution, it is necessary to explore thoroughly gender integration within the military: its history, social perceptions, and legal precedents. Once gender integration in the military is thoroughly understood, we can compare the current military ideology to highlight the causes that continue to forestall a resolution of the problem.

The Army exists to guarantee the Nation's security. That goal defines the purpose and military functions of land forces.¹⁴ The Army's ethos is embodied in its leadership doctrine, values, and leaders. If senior leaders deem it necessary to change doctrine and values solely to solve the problem of sexual harassment, there will be additional effects that alter the Army's ethos and functions. In other words the overarching question is, "do recent changes in values pursue the social goals articulated by our civil institutions at the expense of military functional needs, and if they do, are the changes likely to inhibit solving critical functional problems?"

II. LIBERALISM, CIVIL CONTROL, AND INDIVIDUAL AUTONOMY

Samuel Huntington asserted in his book *Soldier and the State*, "Military institutions, which reflect only social values, may be incapable of performing effectively their military functions." Huntington observed the function of the military is to "provide for the security of the state". He also observed that the ideology of the United States was liberalism.¹⁵ Huntington argued liberalism, with its inherent anti-military ideology, ran counter to military functional needs. He concluded:

... Or the weakening of liberalism can in the long run, relieve the tension between the demands of military security and the values of American liberalism.

¹⁶

The concept of civilian control employed by the U.S. government is derived from the tenets of American liberalism. American society's distrust of strong standing armies is basic to the liberal social philosophy. American society's longstanding suspicion of armies is well documented and is codified in the Constitution. Subordination and control are plainly defined in the Constitution.¹⁷ Civil control amounts to finding a method of subordinating the military to the government while maintaining it large enough to deal effectively with the threat. Huntington supported this concept when he wrote, "[the military rejects] individual importance, replacing it with communalism that subordinates the good of the individual for the good of society." He defined objective civilian control as, subordinating the military to a clearly defined civil authority. The key to objective control is institutional subordination

To maintain objective civil control the government establishes for the military an independent sphere of action. An independent military sphere of action permits the Army, or any armed service, to develop internal values aligned with its functions and makes it possible for the military to avoid involvement in national politics. Interference by civil leaders in military affairs undermines objective control only when civil leaders supercede military judgement.¹⁸

Recent political involvement is an outgrowth of the Army's ethical problems. Civil leaders have scrutinized Army sexual harassment issues and directed investigations and reforms. As a result of the investigations and heightened concern over what it perceives as a total lack of fair and equitable treatment of women, Congress has become an active participant in military affairs. The Congress' preoccupation with fair treatment

of women has given rise to the congressional assertion that assert fair treatment of women would eliminate sexual harassment and end direct involvement of Congress. Members of Congress believe that if the Army would recognize the importance of equal opportunity and individual autonomy it would solve gender problems. As Congresswoman L. Lloyd stated during congressional hearings, "Not until all women in the Services are treated equally, will they be treated fairly. And not until they are treated fairly will they cease to be treated as sex objects"¹⁹ The solution appears compatible with society's view of equal opportunity. It embraces the tenets of American "liberalism," and asserts civil control over the Army and it furthers society's emphasis on the importance of the individual. Individual autonomy is a goal of government and society. But is it prudent for government to impose social edicts on the Army under the guise of civil control if those goals are counter to security functions? In an attempt to find a solution and to respond to congressional prodding the Army management has revised core values in the belief that the social concerns of the Congress are not incompatible with the function of the military. Whether this action plan will prove successful rests with the plan's ability to solve the problem of sexual harassment while cohering to military functional responsibilities.

Personnel Policies: Individual Autonomy and Standards

Sexual misconduct and inappropriate behavior are problems associated with gender integration. To better understand the scope of the problem it is necessary to define exactly what is gender integration. Webster's Collegiate Dictionary defines gender as one sex, as in female.²⁰ Integration is defined as the incorporation as equals into an organization of individuals of different groups.²¹ The Army's current view is a

highbred of these definitions. Gender integration in the military is focused on females and their incorporation into all aspects of service. Due to differences physically, emotionally, and psychologically, full integration presents challenges unique to the military.²² An element of that challenge is the physiological differences between men and women and its impact on the ability of women to perform military tasks. Studies have shown that women are limited in their ability to build muscle mass. Muscle mass is important for meeting the high strength demands and endurance requirements associated with combat.²³ Military function and task competency ought to be based on combat performance needs because what matters is not who performs the task but rather how well the task was done. The Army's gender integration policy has established a variety of physical standards in order to address physiological differences between men and women while continuing the integration process. The Army's approach to this socially charged issue has been to continue integration while making changes to doctrine without assessing the gender dynamics that shape the problem. In other words, by establishing different physical requirements for the same job the Army has made soldiers aware of difference between male and female abilities instead of decreasing sensitivity to those differences. They have established two measures of success for individuals performing the same function. As a consequence men perceive women as having to do less yet they receive the same rewards.

During his testimony in February 1997, the Chief of Staff of the Army substantiated the rift between task and standard. He said, "By males and females doing the same thing to standard this increases unit cohesion, etc."²⁴ This is impossible when

the standard is set by gender. Gender integration has presented issues that do not fit senior leader experience. The Chief of Staff is correct in his belief that performing the same tasks to the same standard builds a team. Shared hardship has always been a team building method. But if resentment is built instead of team commitment, gender differences that cause ill feelings will distort perceptions of gender roles.²⁵ The current sex scandals are one example of these dynamics at work.

The sex scandals have increased the attention the public pays to the effect women have on organizations. Unit readiness, cohesion, and effectiveness are under review. Women service advocates maintain that the Army cannot maintain its personnel readiness without the full integration of women. Nevertheless, women in the services make up no more than 13% of the overall force. Women tend to score higher on aptitude tests and cause fewer disciplinary problems.²⁶ There are, nonetheless, costs to increasing the presence of women in the military. Female integration has adversely affected readiness by increasing absences due to pregnancies, creating double standards regarding physical requirements affecting unit morale, and instituting gender discrimination through job quotas and personnel floors for women where none exist for men.²⁷ These divergent aspects of gender integration make assessment difficult in increasingly chaotic policy environment.

III. THE VARIOUS VIEWS

Gender integration is unquestionably a complex and confusing issue. The Aberdeen sex scandal has generated a public outcry and has led the Army to make changes in the professional ideology in the hopes of solving the problem. The Chief of

Staff testified that individual soldier and leader behavior by adding the core value respect, can be modified. Soldiers build respect for each other through shared hardship and by accomplishing military tasks to the same standard. The Chief of Staff stated, "Respect comes from the fact that male and female have all done the same thing to standard."²⁸ Yet the physical requirements for integrating women in combat units are different and personnel policies favor one sex over another regardless of task performed. How can respect grow when the premise on which it is founded is false? The answer is explained in society's fascination with equality and opportunity.

Gender integration is attractive because society has a compelling desire to ensure equal opportunity.²⁹ Contemporary social values and legal rights stipulate that benign physical characteristics should never be allowed to prohibit someone from public service. Applying the general rules that govern public service to the military, fair treatment and non-discriminatory opportunities creates problems in the Army. Certain civil leaders find see any rules that address male/female differences discriminatory, an unjustified obstacle to the equal participation of women.³⁰ Others see the rules as necessary qualifications tied from to performance expectations: individual and organizational. Both points of view have merit. Examining past dealings with gender issues highlights the complexity of the problem and the differences in social expectations.

Political Views on Values

Historically, the Army's handling of gender issues has varied. A quick synopsis of women in the Army provides put in historical perspective gender integration and illuminates its politicization. Political influences and definitions directly and indirectly

mold Army personnel policies. The linking of defense legislation and appropriations to gender integration has been linked to defense legislation and has created systemic political influence.

Women have been associated with the US Army in official and unofficial ways since the American Revolution. Sexual harassment and other gender related behavioral issues have existed equally as long. Prior to World War II, women served in an official capacity in gender specific military units, such as the Women's Auxiliaries. During and after WWII the Women's Army Corps (WAC) organizationally defined female service. Since then, Congress has gradually increased the employment of women. In 1948, the Women's Armed Services Integration Act (62 Statute. 356-75) brought women into the regular military service but set strict limits on their number and assignment. Under that statute, women could make up no more than 2 percent of any one service and could not rise in rank higher than lieutenant colonel. Women were also prohibited from flying combat planes. If service women later adopted children, married someone with children, or became pregnant, they were discharged. In 1967 the Women Officers Act (PL 90-130) removed the 2 percent female content ceiling. The Stratton Amendment to fiscal 1976 defense authorization bill (PL 94-106) opened the Army, Navy and Air Force academies to women. The fiscal 1979 defense authorization act (PL 95-485) allowed women to serve on non-combat Navy ships and do temporary duty on warships not on combat missions. The FY 92-93 defense authorization act (9PL 102-190) lifted restrictions on assignment of women to combat aircraft in the Air Force, Army, and Navy. Women were permitted to pilot combat aircraft, including Army attack helicopters. The fiscal 1994

defense authorization act (PL103-160) lifted the ban on women serving aboard combat ships. In 1994 the Defense Department issued a rule that excluded women from direct ground combat units but all other units were now open.³¹ The progression of statutes opening positions to women in every facet of the Army has been deliberate, purposeful, and accompanied by growing pains. At each stage certain sociological or cultural incidents spurred the integration of women and subsequent statute.³²

Following World War II, the military emancipation of women was undeniable. Industry's reliance on "Rosy the Riveter" and the wartime use of women as ferry pilots, instructors, and staff officers proved that women were a viable alternative source of labor. The 1948 Women's Armed Service Integration Act, legislation of 1967, and defense authorization bills from 1974-78, are undeniable evidence the civil support for gender integration in the Army. Legislation like that previously mentioned, is a strong indicator of a growing political sensitivity to rapidly evolving social mandates. The cultural upheaval in the 60s and 70s set the precedent for politicians to use the military for implementing social agendas. The political platforms of the democratic administration in the early 90s cleared the last remaining hurdles for gender integration under the guise of equal opportunity.³³ By including gender integration mandates in defense appropriations, the Congress tied military funding irrevocably to gender issues.³⁴ Linking social values to military funding allocations required senior military leaders to espouse the same social values as the politically sensitive Congress.

The process of gender integration has been long and arduous. It brings with it a multitude of sociological challenges ranging from motherhood to sexual harassment.

Sexual abuse and harassment are facets of gender integration that are publicly visible and generate congressional interest. This interest has forwarded social values permeating the military with the cultural expectation of “equal opportunity” and has caused the institution to address a problem as well as promulgate implicit rules for Army corporate decision-makers. Once female integration became lashed to defense funding disagreements between the military and the Congress could produce significant resource repercussions. The public’s view of the military institution was also framed during these changing times. Society could have an equally strong, direct influence on Army leadership actions.

Society's View

Sexual harassment is a negative behavioral aspect of gender integration. Even though sexual harassment is not a new issue. The attention paid to the problem by the media, and Department of Defense is somewhat more conspicuous in this decade. Sexual harassment and abuse is a reprehensible violation of social norms and values. When the defense establishment discovered the incidents of sexual harassment at Aberdeen, a telling chain of events was set in motion.

The first public reports of sexual harassment surfaced in December 1979, the five women who reported abuse then testified before Congress in February 1980. However, it was not until 1988 that the Defense Department issued an official policy memorandum stating, “Sexual harassment will not be condoned or tolerated in any way”³⁵ Sensitivity to sexual harassment (read female issues) in the nineties can be traced to the Navy and the so-called Tailhook scandal. The accusations of 26 women concerning the conduct of

naval officers at the Tailhook Association Convention and the subsequent failed Navy investigations brought national and congressional interest in how the services were handling gender and integration spurred the services to revisit their policies.³⁶

Congressional inquiries into the Army's sexual misconduct investigations are poignant examples of heightened gender awareness. In 1996 the Army announced that 55 percent of Army women reported having been sexually harassed.³⁷ Then Aberdeen Proving Ground sex scandal surfaced. Fort Jackson and Fort Leonard Wood training bases had had similar incidents of sexual impropriety. Next, the Sergeant Major of the Army was accused of sexual harassment. An Army general officer in Turkey was accused of abusing his command position by soliciting sex from the wives of subordinates. Officially, the Army was outraged at the incidents.

Army leaders were so concerned about public reaction that release of a study on the subject was postponed until solutions could be presented.³⁸ Publicly, congressional leadership expressed grave concern. Social organizations such as women's rights groups were worried this would allow conservatives a chance to punish females by increasing segregation.³⁹ The civil populous wondered, "who is in control?"⁴⁰ To complicate an already chaotic situation, Army senior leadership reacted to the criticism in a confused and inconsistent manner. Senior leaders announced, "justice will be served" in the cases of the training bases, yet allowed the general officer to retire quietly.⁴¹ Congress immediately called for investigations. DOD preempted congressional inquiries with its own probes. The Army initiated hot lines for sexual harassment. A full-scale criminal investigation task force was set up to root out fact from fiction. Over 7000 calls poured

in generating 1,074 cases.⁴² Senior leaders were convinced these incidents were isolated. They concluded the perpetrators lacked discipline and did not know the difference between right and wrong.⁴³ It was obvious the public would not accommodate this behavior. The Aberdeen sex scandal was an affront to the cherished values of individual autonomy and personal security and society sought retribution. In order to insure the public spotlight dimmed a shotgun blast approach was taken to solve the problem.

Not satisfied with ferreting out criminal charges alone the Army leaders looked for measures to achieve the moral abomination a purely social mandate. The Army's senior management scrutinized its doctrinal foundations, training, and personnel policies and arrived at a conclusion, leaders had in general failed.

Review of Policies, Regulations, and Training

The Army action program revised Army core values and instituted a chain-teaching program addressing sexual harassment awareness and sensitivity rules went.⁴⁴ A "Consideration of Others" program was initiated. All policy letters addressing sexual harassment were rewritten. The Character XXI development program was born to mirror Force XXI organizational progress.⁴⁵ Leadership manuals incorporated the revised Army core values during the revision of FM 22-100 Military Leadership, AR 600-100 Army Leadership, and DAPAM 385-50 Leader Development for America's Army. Changes to the leader development curriculum in service schools, including the Army Senior Service College, emphasized the newly sanctioned values.⁴⁶ The leadership sensed the growing frustration of politicians with gender issues. The Army being a can-do institution, extremely sensitive to declining resources and readiness shortcomings surmised that if

leaders failed then our leadership doctrine was a problem and it was therefore, a solution.⁴⁷

Regulations are Revised and Values Redefined

In 1992 Secretary of Defense Cheney articulated the special nature of the military when he said,

The Military is, by necessity, a specialized society [separate] from civilian society. . . The military must insist upon a respect for duty and a discipline without counterpart in civilian life, in order to prepare for and perform its vital role. . . The essence of the military service is the subordination of the desires and interests of the individual to the needs of the service.⁴⁸

The Army and its ideological precepts are unique and focused towards that specialized society: dedication to duty, discipline, and the “proud history as successful warriors.”

Senior leaders have statutory responsibility for cultivating the professional ideology and its unique precepts. That unique responsibility has been supported by the Supreme Court decisions on seven different occasions.⁴⁹

The history of the court deferring to the judgment of military leaders on matters affecting the Armed Forces is one of the most consistently upheld principles of constitutional law.⁵⁰

Responsibility for maintaining professional purpose, values, and functions rests squarely on the shoulders of senior Army leaders. Senior leaders must have an understanding of the Army’s uniqueness in order to appreciate fully the magnitude any change to its values will have on the service. Appreciating the service’s unique qualities requires the senior leader to distinguish between what is acceptable to society and what may be counter to the purpose of an army.⁵¹ Army publications delineate philosophical precepts that are

guidance for leaders at all levels. A change in doctrine or values must be scrutinized and held to a significant standard and the circumstance that generated the change must be evaluated as well. Without intellectual scrutiny and discipline applied to the process of change, important factors like uniqueness and military purpose can be ignored. Equally critical is one senior leader's responsibility for explaining a change. Without a full explanation, soldiers are free to interpret changes any way they wish. This fact alone can add to confusion and misunderstanding. Changes in doctrine, instigated with full support of senior leaders, reveal the Army leadership's views on what values needed revision and whether those revisions accounted for the unique qualities of military life. If military and civilian values are diverge then incorporating the social values of the larger culture could have a negative effect on Army performance.

Field Manual 100-1 praises the Army's ethos and extols its purpose. Army regulation AR 600-100 defines institutional values and precepts. Field Manual 22-100, Army Leadership, outlines the fundamentals of leadership and how Army ethics and values guide leaders in executing their duties. These three Army documents are, therefore, the official repository for the Army's definition of its ethos. Examining those documents provides a way to discover how the Army leadership has balanced its functional requirements and its institutional values or as will be shown, how the Army has failed to comprehend the contradiction between its public values and public duties.

FM 100-1, June 94 is the Army manual that provides the basic doctrine explaining the Army's purpose and function in the Department of Defense. The purpose statement contained therein dates to 1790 when President George Washington stated, "To be

prepared for war is one of the most effectual means of preserving peace.”⁵² The manual focuses the Army on warfighting. Countless examples exist throughout American history providing a common theme, be prepared to and if need be fight and win wars.⁵³ FM 100-1 articulates the foundations of this ethos and describes description on page 47 the purpose, values, and functions of the Army. The manual catalogs the Army functions: deter war, promote peace, and when required, gain victory on the battlefield. This is the Army’s core purpose. The revised FM 22-100 in contrast pays special attention to individual autonomy. Treatment of individuals is revered as a treasured virtue and the mark of quality leadership.⁵⁴ Individualism outlined here is counter to team building, a necessary characteristic for effective combat units. A dichotomy begins to emerge. When individual autonomy ascends in importance subordination starts to descend.

Political leaders champion the individual and extol his importance, but championing the individual presents difficulties for military institutions.⁵⁵ The success of the Army relies upon the individual being subordinate to the institution. By subordinating his personal concerns to the unit’s mission the soldier advances the organization’s purpose and in turn serves society.⁵⁶ But Army management has explicitly promoted individualism through its simplistic assessment of gender integration issues and has implemented programs focused on personal autonomy, individual self-worth, and methods that change standards in favor of the individual.⁵⁷ The newly defined value “respect,” codifies the Army’s recognition of the importance of the individual. The Chief of Staff stated that in his testimony to Congress. What he has not calculated is the

adverse effect individual autonomy can have on two other values “Duty” and “Selfless Service”.

Individual Autonomy and Traditional Values

Individualism’s encroachment into Army doctrine is not confined to doctrinal manuals. The personnel system with its quotas on recruitment, gender norming policies and subsequent double standards institutionalize scenarios that promote the behaviors senior leaders are desperately trying to fix.⁵⁸ Instituting and executing personnel policies promulgated to equalize human differences, such as gender norming physical requirements, is implicitly changing traditional Army values. Policies that attempt to make individuals equal ignores the organizational commitment to objective performance norms and the reason standards were devised in the first place. Standards are measures of functional performance and success is defined as meeting absolute task requirements. Gender norming physical differences slights the relationship between functional physical performance standard and the physical requirements set by military tasks. An analogy is appropriate to explain why a personnel system that ignores physical limitations based on sex vice functionally related standards, is a flawed concept.

Society has come to expect a certain quality from medical professionals but yet 50 percent of all medical school graduates were in the lower half of their class. That does not mean 50 percent of all medical students are incompetent. Setting extremely stringent standards and minimum competencies ensures society that medical students are competent. Self-policing is another characteristic of the medical profession. Internal medical professional procedures provide the capability to quickly eliminate a doctor if he

fails to meet the high standards of performance.⁵⁹ Along with its disciplinary procedures, complex professions have a hierarchy of specialized capabilities. For someone who aspires to a certain aspect of the medical field, a general practitioner vice a surgeon, the institution ideologically and organizationally accommodates the choice. The constant remains professional standards for patient treatment and care. Regardless of a medical student's aspirations, if he does not have the intellectual aptitude for biology or the dexterity of a concert pianist, becoming a physician or surgeon is out of the question. The logic of the system is exquisite. It is this logic of objective standards for medical care that guard the quality of treatment and physician expertise.

The antithesis to the logic of objective performance standards is the Army's personnel system's practices of gender norming physical standards in order to minimize the effect of physical differences on the performance evaluation of men and women. If a military task requires a certain physical capability and men must meet that conditioning level; for example, a fuel handler MOS 77F, then it is logical to require everyone who is a fuel handler to meet that physical standard. Yet this is not the case. Males and females with the same military occupational specialty 77F have different physical fitness requirements. The Chief of Staff has said, "Soldiers performing the same task to standard will eliminate the environment that promotes sexual harassment." Gender norming requirements which attempt to "level" the playing field to facilitate "fair" competition makes it impossible for males and females to achieve the same standard because their physical standards have been redefined to accommodate gender. Another personnel policy that runs counter to setting common performance standards is the Army policy

regarding pregnancy. Pregnancy rules allow women to waive height/weight requirements attendance at the Command and General Staff College school attendance. Male officers must meet height/weight standards before they arrive. If they do not meet those standards, men are denied admittance. These rules disconnect the physical standard from performance.⁵⁰ Gender based rules serve almost entirely to facilitate individual aspirations, not the performance needs of the Army. As a result, values such as selfless service that place a premium on individual subordination are ignored. Teaching the value respect in such an environment drives a wedge between the sexes in the name of fair and equitable treatment. The wedge exists because the senior Army leader definition of respect and actual program outcomes are different. Senior leaders believe respect for the gender differences will help men and women minimize friction with the Army. But actual outcomes point to building male/female resentment because respecting the individual means adhering to double standards that deem women successful even when they cannot perform the tasks corresponding to their occupational specialty. This difference results in friction between the sexes. The friction enhances a perception that some individuals are more important despite their apparent inability to perform their duties. Individual importance therefore implying a diminished adherence. Duty is defined as “performing Army functions” above all else.⁶¹ Yet the emphasis on individualism suggests the wishes of the soldier must be considered when defining military duties.

Army senior leadership’s attempt to fix sexual misconduct by instituting values training may actually diminish the probability of achieving that goal. The slogans such as

respect for the individual and the individual soldier is our most precious commodity from military values of duty and selfless service. Duty and selfless service support Army organizational performance and if those values are weakened then the Army's capacity to provide national security is likewise diminished. Decreased performance results from two factors: an overly zealous response to political edicts for equal opportunity and the simple notion that "respect" for differences provides the solution for sexual harassment. Respect is not the problem per se. Rather it is civilian notion that respect for the individual is unrelated to his adherence to military norms. Thus, a civilian who seeks personal awards is respected by society; a soldier who pursues personal rather than unit achievements is without honor. In the first instance, a civilian is not expected to sacrifice himself. In the second, the soldier gains respect by subordinating himself to his duty. The issue, therefore, is what are the requirements of duty?⁶²

IV. INSTITUTIONAL VIEW

Huntington states, "Military functions are the management of violence and successful armed combat."⁶³ The Army performs these functions whenever and wherever the security of the nation is threatened. That is the Army's duty. Executing complex military functions requires knowledge, expertise, and competence. Clausewitz, in *On War*, understood complexity, the chaotic nature of battle and the expertise required to prosecute war when he wrote,

The elements of our vision, direction, and future are imbedded in our history, knowledge, and experience. Education, analysis, study, critique are methods by which we solidify the strategy of a campaign or organizational philosophy. He went on to say, consideration of all possibilities as they relate to a situation can only be mastered with an absolute grasp of our intricate cultural, organizational, historical,

sociological architecture. It mandates that the profession address as part of its ethos, these characteristics.⁶⁴

Armies must possess experience, extensive knowledge of its own society, and irrefutable functional expertise. They must also understand the interrelationship of purpose, values, and ideology. The Harvard Business Review dated September-October 1996, outlined these organizational precepts. The precepts that define an organization are its core purpose plus its core values that equals its core ideology. Core purpose does not change. It is not to be confused with missions. Core values support core purpose and also have permanency.⁶⁵

Security requirements are the results of fundamental competition between nations/states.⁶⁶ Army professionals subscribe to an ethos or core purpose that places security of the state and warfighting above all things. Two core values that support the Army ethos and functions are duty and selfless service. Military professionals own the core values through membership, scholarship, and experience. They implore all members to never place individual needs above their duty. War is always likely and is ultimately inevitable.⁶⁷ Duty and selfless service are the core values supporting military performance. Maintenance of those values is the explicit responsibility of Army leaders.

The values of an organization are the beacons of conduct, conscience, and commitment by which officers live their professional lives.⁶⁸ The ideology of the Army is the sum of its core values and core purpose. Together the core values and purpose from the professional ethos. Values reflect acceptable behavior as well as desired

outcomes when the organization is put to task. Individuals and organizations are subordinated to that end.⁶⁹

By subordinating individuals, the Army insures functions, duty, become the focal point of service. The ethos provides an explanation for accepting subordination. The body politic expects the Army to succeed when called to duty. Values are the boundaries that define acceptable performance and success.

Because the Army draws its membership from society at large, each individual enters the Army with his own set of values that must be transformed to correspond with those of the Army. The individual's values are important because they reflect a variety of social influences: society and those values clarify how the institution will commence its indoctrination, training, and education. Through the process of military training, individual values are admonished to the extent they interfere with inculcation of Army functions and values.⁷⁰ If social values, such as the individual's desire for autonomy, are not admonished the soldier's concept of selfless service and duty will reflect that of society instead of the Army. The institution's core values are proportionally diluted and in the eyes of the soldier his military functions become less important.

To ensure that the Army's values are commonly held within the force. These manuals ought to contain a consistent vision of the Army's ethos, but they actually illustrate the intellectual conflict between senior leader action plans and the outcomes of those plans.

Army Ethos/Core Purpose

A succinct explanation of the Army's ethos is found in FM 100-1, *The Army*,

Leadership and willing obedience to commands are built on a shared set of values, an ethos. The Army ethos is succinctly described in one word, Duty. The fundamental purpose is to fight and win the Nation's wars by establishing conditions for lasting peace through land force dominance.

Duty stands apart as the value that best describes what the Army prizes most. The Army's purpose is equally clear, fight and win our Nation's wars. To put it another way each Army professional has a duty to prepare for war in order to keep the peace and when that fails, a duty to fight and win. Duty is the value on which the Army builds its functions.

Institutional Functions

In the public's mind Army functions are somewhat vague because there are various interpretations of what the Army does. Professional constructs of ethos and purpose provide the institution with direction. Soldiers are the means to achieve the Army's ends and they must committed to those ends in order to honor their societal contract. The doctrinal statement of Army functions serves two purposes: first it defines the service the Army provides society and second the doctrine instructs the professional membership on what they must do to serve. The Army's service provides for the defense of the constitution, upholds and advances national policies and interests, and safeguards the nation's internal security.⁷¹ Army service is further detailed in FM 100-1, "Support national security by deterring war and promoting peace. To do this the Army must maintain high quality, trained and ready forces." The second aspect of Army functions

stipulates officers must lead in peace to be prepared for war, develop individual leaders, and develop leadership teams.⁷² Thus, the Army has clearly identified its purpose. The next issue is how has the Army related its purpose to its values.

Institutional Values: Duty and Selfless Service

The Army has defined its values in Army Regulation 600-100. Army Regulation 600-100 announces to the Army the institution's ethic,

The essential values of our professional ethic are: Loyalty, Duty, Selfless service, and Integrity.⁷³

The ethic embraces the core purpose of the Army, to fight and win the Nation's wars.⁷⁴ That ethic is fundamental to everything the Army stands for and why it exists. Values have played a major role in maintaining a firm foundation in which to build an effective force able to perform its military functions under increasingly stressful conditions. To change those values or realign their importance requires absolute certainty the values replacing them continue to support society's call to duty. Leaders play the pivotal role in instituting these changes.

Strategic leaders are protectors of institutional values.⁷⁵ They incorporate and subscribe to the Army's ethos. They are the statutory caretakers of Army values and responsible for achieving Army functions. Senior Army leaders are icons of the institution, living the ethics they have sworn to uphold. Senior leaders are a focal point of emulation providing direction, setting the course, and steering the organization toward accomplishing its functional responsibilities. Their personal and professional lives are

testimonies of selfless service by their dedication, personal sacrifice, and willingness to give their lives for the nation. Selfless service is the value that frames why efforts to grant soldiers individual autonomy runs counter to the Army ethos. Duty on the other hand creates the Army uniqueness. It requires soldiers to overcome their basic survival instincts in order to perform military functions. Combat veterans are examples of self-sacrifice because they have performed their duty in spite of incredible motivation to do otherwise. Senior leaders exhibit these traits by example. Their decisions ought to reinforce the significance of duty and selfless service. For this reason Army corporate management must clearly understand the relationship between the Army's purpose and the value structure of the Army.

Nevertheless, senior Army leaders have instituted an action plan to advance gender integration that alters or redefines Army values. The action plan was formulated from their assessment of the causes of sexual harassment. However, modifying values, no matter how subtle, in a direction contrary to the Army's purpose will diminish the Army performance, and that is precisely what has been done.

Institutional Solution to Sexual Harassment

The Army's redefined leader-value program reduces, probably unintentionally, the Army's emphasis on warfighting. De-emphasizing the Army's stated purpose by gradually removing traditional warfighting ethos from leadership doctrine is a subtle change in values. Page vii in FM 22-100, 1990, listed nine traits leaders need to exhibit. On page ix of Draft FM 22-100, 1998 there are only eight. The trait missing from the 98 version is, "have an aggressive will to fight and win." FM 22-100, 1990 page vii outlines

a major leadership requirement. It reads, “leaders must develop units through their wartime focus on all activities.” By comparison, Draft 98 on page x explains, “This doctrine *suggests* [emphasis added] that leaders must lead in peace as they would in war or in any other Army or joint operation.” The 98 draft minimizes the importance of warfighting whereas the previous manual made it a requirement.

Both versions of the manuals mention values. 1990 version stipulates, “Leaders are committed to the Army values (loyalty, duty, selfless service, and integrity).” In contrast the 98 draft states, “Live up to the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.” The 98 draft adds respect, honor, and personal courage. On page 2-5 and 2-6 of the draft, respect is defined as treating people as they should be treated.

Respect for the individual forms the basis for the rule of law, the very essence of what makes America. Each soldier has an absolute dignity as a human being and leaders act to honor that individual worth.⁷⁶

The addition and official definition of “respect” as a core value demonstrates the evolving importance of individuals and infers an ethical lesson for all leaders. The 1990 FM 22-100 does not address the individual as having a preeminent standing in what leaders do. That manual did recognize the importance of soldiers as members of a team; for example, as members of a greater orchestra. The soldier’s individual well being was important because they played the instruments, not because they were talented musicians. These differences are not significant in isolation. But when compared to other changes in leadership doctrine the gradual effect on the balance between duty and individual respect becomes apparent.

Army Regulation 600-100 "Army Leadership", like FM 22-100, is under revision. The changes to 600-100 are quite telling as to the Army's ideological direction. AR 600-100, dated 1993 states on page 1, in paragraph 1-5 (b) Policy,

Whether preparing for a war, fighting a war, or supporting a war, leadership skills, knowledge and attitudes must be consistent with the warfighting doctrine of the US Army.

That same policy paragraph in the revised 1998 regulation only speaks to warfighting in passing. The thesis of the revised policy is values, attributes, skills, actions of individuals and the Be-Know-Do idea from FM 22-100 Draft. Paragraph 1-8 "Values," AR 600-100, 1993 defines the professional Army ethic. It includes a requirement for "steadfast adherence to standards." The 1998 draft regulation's values paragraph 1-6, makes no mention of standards but does state in subparagraph a, "the Army is an institution of people, each unique with enduring values, values embedded in the behaviors of men and women."

The 1993 version of AR 600-100 had given warfighting paramount importance, and corresponding by emphasized the leadership traits and skills necessary to facilitate warfighting. The current draft regulation exemplifies a shift toward individual focus, makes no mention of standards, and reduces the emphasis on warfighting.

The Army's purpose and functions, as defined by current doctrine, are supported by values. These values perform two vital services necessary to maintain the relevance of military purpose. First, values guide senior stewards in making complex, ethically conflicting decisions. This guidance maintains ideological direction. Next aspect of values set forth the purpose of an institution. As Janowitz stated, continual reevaluation

is necessary as long as the institution's professional reasons for existence (purpose) and the service (functions) to its client remains valid. Reevaluating the values that support Army functions is organizationally healthy. But changes to values that are not a result of changes in the institution's purpose or functions may produced undesirable outcomes. Value changes made without regard to the Army's core values are subtly invalidating traditional Army values and thereby jeopardizing performance. Problems incident to gender integration are remedied at the expense of professional competence because the senior caretakers of Army values have been careless about the effect the changes will have on core ethos and the ability to perform the Army's functions.

The Army's immediate intent was to eliminate both a hostile military environment caused by sexual harassment and to reduce a hostile political climate those incidents created. However, now soldiers are told that if they regularly find themselves in uncomfortable situations or hostile environments they are to voice their objection. Army Pamphlet, "Human Dignity, The prevention of sexual harassment," 1998 version, page 5 reads, "Harassing behavior may involve one of the following conditions: # 3. Creates an intimidating, hostile or offensive environment." But the military environment, by its very nature, is hostile and intimidating. Senior leader intent was to reestablish the dignity of the soldier. Instead, their solution reflects an over simplification and lack of the institutional setting. Current leadership doctrine and the Army functional environment recognizes the hostile situation and violence associated with military action. Senior Army leaders apparently do not. The changes they are about to make to leadership doctrine will result in greater social acceptability but may gender integration challenges

and while diminishing military performance. The Army exists to fight wars. The Army may be less prepared to wage war if social values replace military functions.

V. SUMMARY

Recent moral lapses have tested the decisions made by Army senior leaders. Testimony before congressional committees provides a record of Service views and their proposed solutions to sexual harassment problems. That testimony illustrates leader sensitivity to political pressure. They are so sensitive to political criticism Army leaders are willing to mortgage Army values to buy political peace.

Each senior Army decision-maker faces a dilemma. Given the absence of a well-defined threat, dwindling resources, and increasing operations, the Army must still appeal to a skeptical congress and apathetic public for the support needed to fulfill its duties. The competition for scarce defense dollars has made Army leaders hypersensitive to negative publicity because they fear fiscal retribution during the next budget cycle. Civil leaders have bound their social agendas to the budgetary process and have, in response to recent events, increased legislative oversight of military policy. This in turn has made the Army even more sensitive to Congressional and social priorities. The Army's internal examination only compounded the problem. Army leaders are desperately trying to define their place in the future during an accelerating cycle of change. Senior Army leaders have struggled with the causes of sexual harassment. Their response to these socially charged issues was based on faulty definitions and systemic obstacles. In addition, decisions that accommodate social goals are the result of politicizing defense spending.

Having examined gender integration dynamics and its relationship with individual autonomy and military functions, it is evident strategic leaders have a clouded view of the effect their action plan will have. Senior leaders do not understand traditional Army values, even though the Army's ethos is outlined in current doctrine. Contributing to the dilemma is their incorrect assessment of the problem, competing sociological views, constitutional requirements, heightened political awareness, and the Army's assumption that traditional Army values are universally appreciated. The Army decision-makers cannot face these contradictions objectively.

The Army's obligation to the nation requires the Army to perform specific functions. Those functions define the fundamental characteristics of the Army. Each characteristic has associated a clear standard with which to measure achievement. The standards are necessarily difficult to meet because the duties are important. If performance standards were set as measures of competency, soldiers, male and female, would be required to acquire the necessary expertise. In such an environment standards would not be normed by sex. Subordination, expertise, knowledge, and service would be the soldier's ethos throughout the institution. Traditionally, duty and selfless service minimized individual autonomy and, thereby, maintained standards for functional competence. Standards were articulated in Army doctrine and applicable to everyone. But due to misguided intentions, individual performance standards have been trivialized in favor of individual equality.

Senior leaders have changed the fundamental purpose of the Army by modifying core values. The changes were initiated with the best of intentions but could have

disastrous results. By manipulating traditional values senior leaders have institutionalized concern for individual autonomy. Individualism conflicts with the preeminent core values of duty and selfless service. Furthermore, policies that were meant to eliminate sexual harassment have exacerbated the problem. Without question, social goals have supplanted military functions and have inhibited solving functional issues.

VI. CONCLUSIONS AND RECOMMENDATIONS

It is the philosophical and ethical constructs of our constitution, the belief in the supremacy of law, liberty and justice that maintains the subservience of our military to the government.⁷⁷ The founding father's sought to create an environment that provided equal opportunity, security and the rule of law. It is the moral fiber, built from knowing what is right that binds each military professional to his duty and makes him willing to make the supreme sacrifice.

Selfless service and duty are hallmark traits of a warfighting military. Respect for the individual, even though well intentioned, has a negative effect on the Army's warfighting functions. Army leaders continue to focus on "respect for the individual" and find that value compatible with military functions. It has been shown that in instances where personnel policies establish double standards as a result of programs intended to promote the well being of the individual, rifts between soldiers have developed. Senior Army leaders did not intend this to happen. They expected the value "respect" to cure the problems of gender integration and sexual harassment. Instead soldier commitment to warfighting and duty may have been degraded. Army leaders

ignored the Army's core purpose when they changed traditional Army values. Revising core values resulted from a failure to understand the uniqueness of the Army. The military is different from society and even though its members are sworn to defend the United States, their personal ethic must remain separate from the society they serve.⁷⁸ The Army must operate in its "Sphere of Military Action." When Army decision makers minimized the military's fundamental specialization by revising values in a manner that attempted to blend the institution with society, core ideology was changed and sexual harassment remained.⁷⁹ Senior leaders are not solving the ethical problems facing the Army. They can't fix the problem because they have incorrectly defined the problem. Complicating its resolution is systemic pressures from Congress. Congressional leaders think they're doing the right thing, but are in fact perpetuate the mistake. Continued modification of Army values will only accelerate the erosion of military functions because their solutions are counter to Army purpose.

Gender integration issues normally manifest themselves in revisions to leadership doctrine. Women attending service academies, lifting the ban on promotions for women, women in combat aircraft, and opening all but ground combat MOSs to women, gender integrated training, and anti-sexual harassment programs are products of gender integration. These actions and issues are the results of sociological/congressional mandates aimed at solving various gender integration problems. Recent problems publicized by the media and public opinion generated political involvement in the military's investigations. In each case, the Army altered leadership doctrine and moved away from warfighting as a core focus. They have ignored traditional values and misread

the dynamics of gender integration. The moment doctrinal alterations became policy, a social value replaced a military value. Armies designed to achieve social goals may find it difficult to meet its military goals.⁸⁰ This was evident in 1992 when political pressure resulted in opening combat aircraft positions to women.⁸¹ This study is not an examination of morality or the capability of women. It is an illustration of military functional needs being bypassed in favor of social goals. Social change is not necessarily bad. It becomes a liability for the Army when decisions are made in which social mandates supplant military functions. Social goals have implicitly replaced Army functions.

Congress's Role

In searching for ways to deal with sociological problems regardless of origin, the Army is faced with a unique paradox. The Army's duty is summed up in the officer's commissioning oath, "Support and Defend the Constitution," thus the officer accepts the authority of civilian leaders. Congress not only suggests items of political/social value to be implemented by the Army, in a great many cases they demand it by statute. The Army is legally bound to oblige such a directive. The authors of a statute may not, however, have the knowledge and expertise to direct such action. As long as American society does not understand or appreciate the dynamics of the Army, its purpose and functions, Congress will continue to muddle an orderly process that deals effectively with problems.⁸² Furthermore, the interference could result in an irreparable decline in ability to perform military functions.⁸³

Congress' role in military policy in no way exonerates the Army from its responsibility to adhering to its traditional values. Army corporate leadership must be a catalyst for problem resolution. By remaining passive in its role as constitutional servant, the Army is an accomplice to further the decline of Army traditional values.⁸⁵

Revitalize Standards as a Measure of Success

The downward spiral of professional standards must be stopped. One way to pull out of the "Standards Death Spin" is to settle the sexist debate within the Army. Gender integration is but one issue in that degrades military standards. The solution requires revitalizing the importance of basing standards on expertise and competency.

Re-establishing professional standards as the measure of progress will eliminate the male-female debate. It means clearly articulating standards related to performance and logically defining the physical and mental attributes required to achieve those standards. The Army can ill afford double standards. Invest in leadership doctrine that educates quantifiable, quality standards as a measure of ability. Eliminate individualism by evaluating members against a battery of standards directly related to those traits necessary to accomplish tasks and functions. Leader development and professional education programs must focus on standards of excellence. Those that can't achieve intellectual mastery or physical standards should be restricted from service in that capacity.

When establishing professional standards emotional bias towards the sexes must be absent. The leadership doctrine of choice is the ideology that eliminates restrictions based on gender and utilizes the strength of gender diversity. The standard must be the

same for all that aspire to that function. General Colin Powell stated, "Skin color (like gender) is benign, non-behavioral characteristic." It should not be considered when deciding what it is the Army needs.⁸⁶

Gender norming of basic standards such as physical fitness, promotes individualism and degrades unit cohesion. The Army has cultural challenges to address concerning total integration of females. The institution needs to learn the complexities of the gender debate, its history, and social roots. Gender is but an aspect of an individual not the defining characteristic for professional membership. Standards not gender are the measure of professional excellence. The Army must reestablish its dedication to standards. Equal opportunity does not conflict with Army purpose. It is the qualities of liberty, freedom and equal opportunity the Army is obligated to defend. When standards are established based on performance requirements the entire issue of gender integration disappears. Never forget the words of General Max Thurman, "War is not an equal opportunity endeavor."⁸⁷ Equal opportunity does not equate to double standards within the Army.

Warfighting Ethos

When senior leaders affect change within the army, a message is sent. When change deals with values, all in the organization know it is a change in ideology.⁸⁸ Changing ideology is more than rewriting a manual. It implies understanding the logic of a decision, the reason for a modification, or the expectation for results. Those affected by a new policy will interpret why the change took place and its ultimate impact. The more conservative the institution the longer it takes for change to be accepted. Complications

arise when a new ideology is inspired by an external, non-traditional source. External sources lack credibility because they have no membership in the organization and do not subscribe to the institution's core values. A social agenda engineered by Congress is such a source. When the Army's corporate management revised leadership doctrine emphasizing individual autonomy and de-emphasizing warfighting, they directed the nation's land warfare power away from its core purpose.⁸⁹ Army leadership should immediately redress this error and return to a warfighting ethos.

ENDNOTES

¹Gruenwald, J., "Women in the military: Mission in progress." Congressional Quarterly Weekly Report. 16 August 1997, 1963.

²"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, 4 February 1997.

³"Hearing on Gender-Integrated Training and Related Matters." Subcommittee on Personnel of the Committee of Armed Services United States Senate, 4 June 1997, 49.

⁴Feaver, P., "The Civil-Military Problematique: Huntington, Janowitz, and the Question of Civilian Control." Armed Forces and Society, New Brunswick, NJ: Winter 1996, 10.

⁵*Ibid.*, 8. and Gabriel, R., *To Serve with Honor. A Treatise on Military Ethics and the Way of the Soldier*. Westport, CN: Greenwood Press, 1982, 88-94.

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⁷*Ibid.*, 23.

⁸Mersereau, A., "The Military Should Fight Wars, Not Sexism." The Wall Street Journal 17 Mar. 1998, news: A18. Kroesen, F. GEN (RET), "A Second Version of the Army Story." Army Magazine, September 1998: 9-12. O'Brien, C. CSM, "Why I am Getting Out." The Army Times, 26 October 1998: 31.

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¹¹Owens, M., "It's Time to Face the Gender Paradox." United States Naval Institute. Proceedings July, 1998, 43-49.

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¹³*Ibid.*, 12.

¹⁴Mish, F. editor in chief, *Merriam Webster's Collegiate Dictionary, Tenth Edition*, Springfield, MA: Merriam-Webster Inc., 1997, 484.

¹⁵Feaver, P., "The Civil-Military Problematique: Huntington, Janowitz, and the Question of Civilian Control." *Armed Forces and Society*, New Brunswick, NJ: Winter 1996, 8.

¹⁶*Ibid.*, 8.

¹⁷Hamilton, A., Madison, J., & Jay, J., *The Federalist Papers*, edited by Gary Wills, New York, NY: Bantam Books, 1982.

¹⁸Feaver, P., "The Civil-Military Problematique: Huntington, Janowitz, and the Question of Civilian Control." *Armed Forces and Society*, New Brunswick, NJ: Winter 1996, 9.

¹⁹"Gender Discrimination in the Military," Hearings before Military Personnel and Compensation Sub Committee and Defense Policy Panel of the Committee on Armed Services, House of Representatives, 29-30 July, 1992: 103. Gen. Sullivan's testimony: "Must have care of the Individual!!" Congresswomen L. Lloyd, "Accept women as humans, not sex objects" said to all officers at the panel.

²⁰Mish, F. editor in chief, *Merriam Webster's Collegiate Dictionary, Tenth Edition*, Springfield, MA: Merriam-Webster Inc., 1997, 484.

²¹*Ibid.*, 608.

²²Owens, M., "It's Time to Face the Gender Paradox," United States Naval Institute Proceedings, July, 1998, 43.

²³William J. Gregor, Ph.D., LTC (RET), "Feasibility and Prudence of Gender Integrated Training during Army Basic Training." Statement to the Congressional Commission on Military Training and Gender-Related Issues, 2 December, 1998, 6.

²⁴"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, 4 February 1997: 12,29. General Reimer outlines his guidance on the problem solution. (core values) "Respect comes from the fact that male and female have all done the same thing to standard." He then equates integrated training is accomplishing and enhancing this respect. What is not discussed is the lowering of standards to accommodate gender norming or having a double standard as a possible reason for institutional stress. Nor is there recognition the impact of lowering standards to accommodate women has on men.

²⁵McConnell, J. V., *Understanding Human Behavior, An Introduction to Psychology*. New York, NY: Holt, Rinehart and Winston, Inc., 1974, 793. "Social psychologists study the behavior of groups. Groups are living systems, characterized by having a common goal; and by having inputs, processes, and outputs. They also establish norms, acceptable behaviors. Such groups typically give feedback on behavior and reward movements towards and punish movements away from group norms." Besides being illegal, sexual harassment and abuse is unacceptable behavior for American social groups.

²⁶Gruenwald, J., "Women in the Military: Mission in progress," Congressional Quarterly Weekly Report. 16 August 1997, 1965.

²⁷Owens, M., "It's Time to Face the Gender Paradox," United States Naval Institute. Proceedings, July, 1998, 46.

²⁸"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD," Committee of Armed Services United States Senate, 4 February 1997, 12, 29. Gen. Reimer outlines his guidance on the problem solution. (core values) "Respect comes from the fact that male and female have all done the same thing to standard." He then equates integrated training is accomplishing and enhancing this respect. What is not discussed is the lowering of standards to accommodate gender norming or having a double standard as a possible reason for institutional stress. Nor is there recognition the impact of lowering standards to accommodate women has on men.

²⁹Gruenwald, J., "Women in the military: Mission in progress," Congressional Quarterly Weekly Report. 16 August 1997, 1965.

³⁰*Ibid.*, 1965.

³¹*Ibid.*, 1962-1966.

³²*Ibid.*, 1964.

³³*Ibid.*, 1967.

³⁴*Ibid.*, Defense appropriations summary: -1973, the Supreme Court rules that dependents of military women can receive the same entitlements offered for the dependents of military men. -1974, Women are allowed to enlist without parental consent at the same age (18) as men. (PL 93-290). -1975, Stratton Amendment to the fiscal 1976 defense authorization bill (PL 94-106) opens the Army, Navy and Air Force academies to women. -1978, Fiscal 1979 defense authorization act (95-485) allows women to serve on all non-combat Navy ships and do temporary duty on warships not on combat missions. - Fiscal 1992-93 defense authorization act (9PL 102-190) lifts restriction

on assignment of women to combat planes in Air Force and Navy. Women now authorized to pilot in combat, attack helicopters as a result. -1993, Fiscal 1994 defense authorization act (PL103-160) lifts ban on women serving aboard combat ships. Congress requires 30 days notice of policy changes on assignment of women to combat units or ships not already open to them and 90 days notice of any change in ground combat prohibition .

³⁵Gruenwald, J., "Women in the military: Mission in progress." Congressional Quarterly Weekly Report. 16 August 1997, 1965.

³⁶Phillips, A., "Answering the Call." MacLeans's, May 25, 1998, 25.

³⁷Gruenwald, J., "Women in the military: Mission in progress," Congressional Quarterly Weekly Report, 16 August 1997, 1965.

³⁸Ibid., 1962.

³⁹Ibid., 1962-1963.

⁴⁰Owens, M., "It's Time to Face the Gender Paradox," United States Naval Institute. Proceedings July, 1998, 49.

⁴¹"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, 4 February 1997. Hunington, S. P., *The Soldier and the State*, Cambridge, MA: Harvard University Press, 1985, 73.

⁴²Mitchell, B., *Women in the Military, Flirting with Disaster*, Regenery Publishing, Washington DC, 1998, 309.

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⁴³Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate. 4 February 1997, 35.

⁴⁴"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, 4 February 1997, 12,29. Gen. Reimer outlines his guidance on the problem solution. (core values) "Respect comes from the fact that male and female have all done the same thing to standard." He then equates integrated training is accomplishing and enhancing this respect. What is not discussed is the lowering of standards to accommodate gender norming or having a double standard as a possible reason for institutional stress.

⁴⁵Ibid., 13. Programs instituted as a result of Aberdeen testimony before and after congressional/Senate hearings.

Before

- During PCC a talk by CofS
reference sexual harassment
- Division and Corps Cdr.'s EO course.
Consideration of others program (p13)
Character development XXI
Revised policy letters on Sexual
Harassment.
SSC curriculum change (p. 15)

After

- Leader development curr. changed (p. 12)
- Revised core values (p. 12)
- Chain teaching programs initiated (p. 13)

⁴⁶Ibid., 15.

⁴⁷"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, 4 February 1997, 16.

⁴⁸"Presidential Commission on the Assignment of Women in the Armed Forces." Report to the President, 15 November 1992, 43. Secretary of Defense Cheney's statement to commission.

⁴⁹Ibid., 45.

⁵⁰Ibid., 45.

⁵¹Gabriel, R., *To Serve with Honor. A Treatise on Military Ethics and the Way of the Soldier*, Westport, CN: Greenwood Press, 1982, 91. GEN Kerwin's quote.

⁵²FM 100-1, *The Army*, Washington, DC: U.S. Government Printing Office, 14 June, 1994, v.

⁵³"Presidential Commission on the Assignment of Women in the Armed Forces," Report to the President, 15 November 1992, 45.

⁵⁴FM 22-100 (Draft), *Army Leadership*, Washington, DC: U.S. Government Printing Office, 22 June, 1998, 1-2.

⁵⁵FM 100-1, *The Army*, Washington, DC: U.S. Government Printing Office, 14 June, 1994, v. Gabriel, R., *To Serve with Honor. A Treatise on Military Ethics and the Way of the Soldier*, Westport, CN: Greenwood Press, 1982, 88.

⁵⁶Ibid., 88-94.

⁵⁷Ibid., 88-94.

⁵⁸Owens, M., "It's Time to Face the Gender Paradox." United States Naval Institute. Proceedings, July, 1998, 43-49.

⁵⁹Gabriel, R., *To Serve with Honor. A Treatise on Military Ethics and the Way of the Soldier*. Westport, CT: Greenwood Press, 1982, 84.

⁶⁰Mitchell, B., *Women in the Military, Flirting with Disaster*, Regenery Publishing, Washington DC: 1998, chapter 9.

⁶¹FM 100-1, *The Army*, Washington, DC: U.S. Government Printing Office, 14 June, 1994, 6.

⁶²Huntington, S.P. *The Soldier and the State*, Cambridge, MA: Harvard University Press, 1985, 17.

⁶³Ibid., 11.

⁶⁴Clausewitz, C. V. *On War*, edited and translated by Michael Howard and Peter Paret, Princeton: Princeton University Press, 1989, 141,147,156, 165, & chapter 5, 789. Boldness from the intellectual senior is a trait that is established through intellectual freedom. Professions have a characteristic that allows for that freedom by embracing high-risk thoughts and ideas. Not to gamble the future of the profession but to guide the development of that future the environmental change without compromising the foundations and ethics of the profession.

⁶⁵Collins, J. and Porras, J., "Building Your Company's Vision." Harvard Business Review, Cambridge, MA: September-October 1996, 65-77.

⁶⁶Huntington, S. P., *The Soldier and the State*, Cambridge, MA: Harvard University Press, 1985, 65.

⁶⁷Ibid., 65.

⁶⁸AR 600-100, *Army Leadership*, Washington, DC: U.S. Government Printing Office, 17 September, 1993, 2.

⁶⁹FM 100-1, *The Army*, Washington, DC: U.S. Government Printing Office, 14 June, 1994, 13.

⁷⁰Janowitz, M., *The Professional Soldier*, New York, NY: The Free Press, 1971, 7.

⁷¹FM 100-1, *The Army*, Washington, DC: U.S. Government Printing Office, 14 June, 1994, 14.

⁷²FM 22-100, *Army Leadership*, Washington, DC: U.S. Government Printing Office, July, 1990: p. vii.

⁷³"Presidential Commission on the Assignment of Women in the Armed Forces." Report to the President, 15 November 1992, 45.

⁷⁴*Ibid.*, 40.

⁷⁵FM 22-100 (Draft), *Army Leadership*, Washington, DC: U.S. Government Printing Office, 22 June, 1998, 7-22.

⁷⁶*Ibid.*, 2-5 and 2-6.

⁷⁷Hamilton, A., Madison, J., & Jay, J., *The Federalist Papers*, edited by Gary Wills, New York, NY: Bantam Books, 1982, 350.

⁷⁸Gabriel, R., *To Serve with Honor, A Treatise on Military Ethics and the Way of the Soldier*, Westport, CN: Greenwood Press, 1982, 87.

⁷⁹*Ibid.*, 88.

⁸⁰Hunington, S.P., *The Soldier and the State*, Cambridge, MA: Harvard University Press, 1985, 17.

⁸¹"Gender Discrimination in the Military." Hearings before Military Personnel and Compensation Sub Committee and Defense Policy Panel of the Committee on Armed Services, House of Representatives, 29-30 July, 1992, 103. Gen. Sullivan's testimony: "Must have care of the Individual!!" Congresswomen L. Lloyd, "Accept women as humans, not sex objects" said to all officers at the panel.

⁸²Stout, D., "An Army as Good as Its People, and Vice Versa," The New York Times, 26 July 1998, section 4, 4.

⁸³"Hearing on Army Sexual Harassment Incidents at Aberdeen Proving ground and Sexual Harassment Policies within DOD." Committee of Armed Services United States Senate, Feb 4 1997, 35. Gen. Reimer responds to Sen. Smith's abuse question and talks of safeguards for individuals. Sexual harassment is illegal as defined by rule of law and regulation. The following is my commentary not Gen. Reimer. It is based on this research and readings: There are instances when what appears to be harassment is not. We must be cautious in separating them. The issue is how to react to societal demands expressed by the members of the Senate. The senators feel this type of behavior in which

action is taken to inculcate an ethos is abusive. The organization sees it reinforcing a military function. Mistreatment of soldiers or officers is unacceptable to civilians. One only has to clearly define what is meant by mistreatment to solve the problem. Is it mindless harassment or a stress producing technique to improve performance? In some cases physical and mental abuse is warranted in training based on military functions such as fighting. An example: force protection/ aggressive self-defense. The essence and purpose of our land force is to fight. Fighting involves violence and in the case of the Army that violence is extremely personal. Wars are the application of that violence in a controlled manner to produce an outcome satisfactory to the nation. No where is violence, death, injury, dismemberment, crippling or the perpetuation of such acts, minimized because society wishes it so. Instead, reality dictates for those who are not prepared to efficiently prepare or engage in combat with absolute violence, they are destined for failure.

⁸⁴Ibid., 29-35.

⁸⁵Ibid., 35.

⁸⁶“Presidential Commission on the Assignment of Women in the Armed Forces.” Report to the President, 15 November 1992, 283. Addresses duality outlined by Tocqueville in *Democracy in America*: “The American preoccupation with placing conflicting demands on itself with organizational structure requiring one action but having an ethos that mandates the opposite response.”

⁸⁷Ibid., p. 233.

⁸⁸Moore, W. “The Military Must Revive Its Warrior Spirit.” The Wall Street Journal. 27 October 1998. Quote: “Anyone can be a warrior if standards are lowered enough, and silver-bullet technology turns warfare into just another video game anyone can ‘play.’ The attitude toward the warrior ethos is pervasive and dangerous. War itself is losing its meaning among the current crop of both uniformed and civilian leaders. Military leaders, it seems, have been co-opted by social engineers whose agenda is to promote “equality” rather than to prepare forces for the next war. There is no question that training standards have been lowered.”

⁸⁹Huntington, S.P., *The Soldier and the State*, Cambridge, MA: Harvard University Press, 1985, 17.

⁹⁰Stout, D., “An Army as Good as Its People, and Vice Versa.” The New York Times, 26 July 1998, section 4, 4. Ibid., 73

⁹¹Owens, M., “It’s Time to Face the Gender Paradox.” United States Naval Institute, Proceedings, July, 1998, 43.

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